

T: 0300 244 4000  
E: [scottish.ministers@gov.scot](mailto:scottish.ministers@gov.scot)

Terry Currie, Board Chair, The State Hospital

Via email:  
[terry.currie@nhs.scot](mailto:terry.currie@nhs.scot)

26 November 2020

## THE STATE HOSPITAL ANNUAL REVIEW: 10 NOVEMBER 2020

1. Thank you for attending The State Hospital's Annual Review with your Chief Executive on 10 November. I am writing to summarise the key discussion points.
2. As you will be aware, the intention was for Ministers to conduct a full round of Annual Reviews during the summer. Whilst that has not proved possible due to the COVID-19 pandemic, Annual Reviews remain an important part of the accountability process for the NHS and, therefore this review was taken forward via video conference.
3. The meeting marked the final Annual Review for you as Board Chair of The State Hospital. I want to thank you for the significant contribution you have made since your appointment in 2011 and in particular, your substantial leadership during this extremely challenging year. In the same way, I want to recognise and thank Gary Jenkins, Chief Executive for his resilient management abilities in leading The State Hospital through the pandemic.
4. The agenda for this year's round of Reviews was split into three sections to cover: pre-Covid performance during 2019/20; the initial response to the pandemic from February/March to July 2020; and a forward look, in line with the current Board mobilisation plans (August to end of March 2021) and beyond.

### Finance

5. In 2019/20 The State Hospital delivered a balanced position and a surplus of £0.2 million as at 31 March 2020, in line with your Annual Operational Plan. The perimeter security project spend has commenced and is on schedule to conclude within the projected timetable of 2020/21, although you advised that this may be dependent on site access for the contractors given the potential for travel/access restrictions.

Scottish Ministers, special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See [www.lobbying.scot](http://www.lobbying.scot)

6. The State Hospital has taken a collaborative approach which has helped support the National Boards' working plan to make collective savings overall. Other collaborations continue and are being expanded with other boards to include National Services Scotland.
7. COVID-19 has though impacted the State Hospital and therefore there has been additional expenditure since March 2020. The main elements of these costs can be attributed to : nursing overtime, delayed annual leave, Covid-19 support team, IT equipment estates/facilities and student nurse recruitment. It was helpful to hear that there has been a collaborative effort between nursing and Human Resources to analyse the general and Covid absence statistics. This provided an opportunity to drive down the absence levels and has also resulted in the reduction of overtime costs.

### **Pre-Covid performance during 2019/2020**

8. I was encouraged to learn about the work to facilitate virtual visits for patients, families and carers. I was reassured that an engagement team lead has been appointed to support other methods of communication such as telephone calls and letters, which is particularly crucial for older and more vulnerable relatives so that they can keep in touch with their loved ones. It was refreshing to hear that the virtual platform has resulted in an increased interaction between patients, families and carers which have helped mitigate the restrictions on travel. Going forward a blended model approach will allow for that flexibility to continue.
9. You helpfully provided a summary of the planning which is in place to further support patients' mental and physical health going forward as the pandemic has potential to require them to return to spend time in isolation. In addition to indoor activities that are already in place I have no doubt that the Nintendo Wii's that were purchased from the 'Whisky Company' donation will be a welcome activity for patients. I am also pleased to learn that patient feedback has been taken on board so that virtual links between patients in other wards is available to help maintain friendships.
10. The Staff Health & Wellbeing Group have played an excellent role in supporting staff health and wellbeing. The staff wellbeing survey achieved a high response rate to assess the impact of the pandemic on their health and wellbeing. I am pleased to learn that the strong communication from frontline managers has provided a high level of support to staff and that the staff wellbeing zone has been frequently utilised.

### **Initial response to the pandemic from February/March to July 2020**

11. You provided a helpful overview of the Board's initial response to the pandemic. As has been noted, this required an unparalleled, immediate and radical restructure of services and ways of working in NHS Scotland, including in the State Hospital. You have also worked in collaboration with the wider forensic services network to share learning and find solutions to issues such as digital platforms to take forward pre-transfer visits and how to manage patient flow in challenging circumstances. I would like to take this opportunity to, once again, formally record my sincere thanks to all the staff for the incredible effort and unstinting commitment they have consistently shown, in the most testing of conditions. The Scottish Government acknowledges the additional pressures which come with winter and are pleased to note the Board's ongoing focus on staff well-being.

### **Forward look**

12. The Board's remobilisation focus has been on maintaining the safety of patients and staff. I have noted and welcome the Board's introduction of an internal tracing system. The Covid Support Team and the Scientific Technical Advisory Group have worked in collaboration to, 'track and trace' the movements of staff that have developed symptoms or tested positive for Covid-19. This has allowed for an early intervention to isolate areas to protect patients and staff. It was encouraging to hear about the success of how this works in practice.

Scottish Ministers, special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See [www.lobbying.scot](http://www.lobbying.scot)

13. However, I understand that further progress may be limited by the operational impact of the recent resurgence in Covid-19 admissions as well as the overall risks associated with winter. Our over-riding priority remains, as in the first phase of the pandemic, that the NHS is not overwhelmed. We agreed that Boards must have flexibility of approach, based on local disease prevalence and other pressures; whilst operating in way which is fully consistent with the clinical prioritisation framework. It is likely Boards will need to review and submit revised remobilisation plans next spring.

## **Conclusion**

14. I want to reiterate my thanks to the Board and local staff for their ongoing, incredible efforts, professionalism and commitment, in the face of unprecedented and unremitting pressures during 2020/21.

15. Scottish Ministers are aware that you are clear there is no room for complacency, given the myriad of risks the NHS faces this winter. We are nonetheless confident that, under the Board's leadership team, The State Hospital and its' staff are well placed to continue to deliver for the benefit of patients.

16. Once again, I wish to thank you for the huge level of commitment you have shown to The State Hospital as Board Chair. You have demonstrated a strong leadership presence during the tenures of four Chief Executives. You will be greatly missed by both staff and patients and I wish you the very best in your retirement.

**CLARE HAUGHEY**

Scottish Ministers, special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See [www.lobbying.scot](http://www.lobbying.scot)

St Andrew's House, Regent Road, Edinburgh EH1 3DG  
[www.gov.scot](http://www.gov.scot)



Accredited  
Until 2020

